

**INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS
COOPERATIVE AGREEMENT LAG-A-00-02-00001-00**

**PROMOTION OF HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION,
AND DEMOCRATIZATION IN LATIN AMERICA**

**WORK PLAN
1 July- 31 December 2006**

I. INTRODUCTION

Pursuant to the provisions of cooperation agreement LAG-A-00-02-00001-00, the IIHR is submitting an updated work plan for 2006. The agreement is comprised of three components: a) Promoting a Culture of Inclusion; Conflict Prevention (consisting of the projects Citizen Security in Latin America: Developing a National and Local Approach, Strengthening the Ombudsman in Latin America and the Rapid Response System); and, c) Democratization of political parties (composed of the projects Strengthening Electoral Institutions and Equal Representation and Political Party Reform).

In the case of the first two components, the plan describes the activities that the IIHR will be implementing between 1 July and 31 December 2006. With respect to the third component, the document contains an updated version of the work plan submitted in October 2005 for all of 2006.

II. THE MISSION AND NATURE OF THE IIHR

The Inter-American Institute of Human Rights (IIHR) is an independent international institution, created in 1980 under an international agreement that mandates it to engage in educational and research activities related to human rights, and to promote the observance of these rights and of democracy throughout the Americas.

The IIHR's Statute defines it as an academic institution, which means that it refrains from investigating cases, presenting or supporting formal complaints against States, or monitoring the compliance of States with their international human rights obligations. This self-imposed limitation has proven to be an effective tool for the IIHR, as it has permitted the Institute to serve as a facilitator of dialogue among the different actors in the human rights movement, and between them and government representatives.

Politically, the work of the IIHR is predicated on the idea that the effective exercise of human rights is only possible within the framework of pluralist and representative democracy. In other words, the IIHR maintains that there is a close link between the full exercise of political democracy and the effective exercise of human rights.

To achieve this, democracy must transcend merely formal considerations and must incorporate excluded and disadvantaged sectors of the population. The indigenous peoples of the Americas, and women as a social group, are perhaps the most important examples. For this reason, the IIHR focuses especially on these segments of the population.

In methodological terms, the work of the IIHR is based on three premises:

- An integrated approach is essential for human rights work. Human rights constitute an integrated system, in which no single right, group of rights, or so-called 'generation' of human rights, takes precedence. Economic, social and cultural rights are as important for the effective exercise of human rights as civil and political rights.
- An interdisciplinary approach is essential for human rights work. As human rights cut across the entire social fabric, no single academic discipline can adequately address their complexity. The issues involved include those of a legal, political, historical, anthropological and philosophical nature. Only an approach that incorporates all these perspectives can deal with such a complex phenomenon.
- A multisectoral approach is essential for human rights work. Human rights issues concern different agents and sectors of society. Activists, government officials, political leaders and representatives of minorities all have a stake and share a common interest in human rights, which have attained a political consensus and which allow for different perspectives and are a source of strong internal tensions.

III. CURRENT STRUCTURE

The General Assembly, the Institute's highest governing body, is responsible for setting policies and the general parameters for the work of the IIHR. It is made up of renowned human rights experts from all parts of the hemisphere. The Assembly meets biannually but has created a Steering Committee that advises the Executive Director throughout the year.

The Executive Director, Roberto Cuéllar, from El Salvador, is responsible for carrying out the IIHR's mission as set out in its Statute, and for implementing institutional policy. He is also in charge of efforts to secure financial resources, overseeing the use of the funds and rendering accounts. The Executive Director, the Directors of the three Operating Departments and the Administrative-Financial Coordinator make up the team of the General Directorate.

A special office assists the Executive Director in implementing Institute policy related to the cooperation agencies, and the special programs for Cuba and Colombia.

For operational purposes, responsibility for implementing the IIHR's activities is assigned to the following:

Department of Civil Society Entities. This area carries out activities of human rights training and promotion with organized sectors of civil society (organizations devoted to human rights in general, and the rights of women, migrant and indigenous peoples in particular); organizes specialized fora for the discussion of emerging issues in the field of human rights; and gathers, publishes and distributes specialized materials.

Department of Public Institutions. This area is responsible for activities of human rights promotion and training with the judicial, legislative and executive branches of governments, the military, the police and the prison system; promotes legislative reform designed to improve access by members of the public to their fundamental rights; promotes the institution of the ombudsman throughout the hemisphere and provides advisory assistance to existing ombudsmen's offices; provides advisory assistance to ministries of education for the modernization of academic programs; and gathers, publishes and distributes specialized materials.

Center for Electoral Promotion and Assistance (CAPEL). Among its activities, CAPEL provides advisory and technical assistance to organizations responsible for carrying out electoral processes; holds fora for discussions and promotion with different political sectors; analyzes and discusses the issue of governance with political actors; provides advisory assistance and training and conducts research aimed at strengthening political parties; sends missions to observe elections in all parts of the hemisphere; and gathers, publishes and distributes specialized materials.

The units, on the other hand, are responsible for proposing and implementing Institute policies related to their respective fields of action, based on the guidelines established by the Board and the Executive Directorate.

Administrative-Accounting and General Services Unit: comprised of the following sections: treasury, accounting, informatics, human resources and general services.

Applied Research Unit: responsible for the Institute's policy in the areas of thematic research, integrated plans, special programs and topics that cut across all the Institute's areas of work. It oversees the "active promotion" approach, particularly as regards the three core topics (political participation, education and access to justice) and their impact in the countries on which the IIHR places special emphasis.

Educational Unit: designs, tests and implements the methodologies, teaching aids and educational and evaluative techniques that the IIHR uses in its training activities. It is creating and will maintain a data base on educational policies for primary, secondary and higher education in Latin America, and proposes ways of harmonizing the IIHR's action with educational reform projects in the region.

Information and Editorial Service Unit: responsible for the IIHR's editorial policy, for incorporating the use of Internet into the Institute's work of promoting human rights, for meeting the information needs of the target population, and for strengthening the IIHR's formal and informal networks.

A. PROMOTING A CULTURE OF INCLUSION

As agreed, the Inter-American Institute of Human Rights (IHR) is presenting an updated plan for the project Promoting a Culture of Inclusion for July-December 2006, now that the funds programmed for this year have been disbursed. This followed USAID's approval of the IHR's request to extend cooperation agreement LAG-A-00-02-00001-00 through September 2007.

The work plan to be implemented in 2006 consists of follow-up to the process and actions implemented between 2002 and 2005 targeted at women's, indigenous and Afro-descendant organizations. The objective is to help these segments of the population effectively exercise their human rights by narrowing the gap between equality before the law (*de jure*) and real (*de facto*) equality. This work plan (July-December 2006) gives continuity to the actions carried out in the first half of the year under the project's three components, namely:

- Promotion and protection of women's human rights as part of the efforts to strengthen democracy and the Rule of Law
- Strengthening of the political and citizen participation of indigenous peoples to consolidate democracy and governability in the region
- Promotion of access to citizenship and political participation for the Afro-descendant population within the democratic system

The general objective is to enhance the capacity of women, indigenous peoples and Afro-descendant populations to exercise their citizens' right based on the principles of equality, nondiscrimination and full political participation, and thereby strengthen inclusive democracy, governability and the Rule of Law. To achieve this, a strategy was drawn up to facilitate actions that would:

- Determine the impact that equal opportunities legislation has had on public policies and the institutionalization of equality and gender equity
- Strengthen the political and citizen participation of women and indigenous and Afro-descendant populations, promoting their institutionalization, particularly in electoral bodies, in accordance with national legislation on the issue
- Provide specialized information to facilitate the advocacy efforts of CSOs working on behalf of the rights of the target populations. These organizations are being given information about the scope and potential use of positive legislation on equality and political rights, so they can monitor its implementation and establish links with related public bodies to make their voices heard.

This strategy was also designed to permit different areas of the IHR to work together (Department of Civil Society Entities, the Center for Electoral Promotion and Assistance (IHR/CAPEL) and the Applied Research Unit). This is enhancing the synergies among the organizations they work with, improving the implementation of the crosscutting perspectives of the institution's work (gender, ethnic and cultural diversity, and the relationship between the State and civil society civil) with respect to political participation, one of the four groups of rights on which the IHR focuses.

Thanks to the funds authorized to complete project activities during the second half of 2006, the work plan includes the conclusion of the diagnostic assessment and research processes in the different countries of the region. It also incorporates the systematization of the information and a preliminary comparative analysis of the impact of positive legislation on equal rights and political participation (specifically in the case of women). Having extra funds available for implementing activities with support from CAPEL related to indigenous peoples and the Afro-descendant population means that, in addition to the research proposed for Panama (Afro-descendants), the publication of the results of the round table on the current situation in Colombia and educational/informational activities, it will be

possible to hold several workshops, produce more publications and implement educational/informational activities for indigenous peoples.

Materials will be incorporated into the specialized sections of the IIHR's website (*Diversidades* and *DerechosMujer*) related to the rights of women, indigenous peoples and Afro-descendant populations, along with information about the project's activities and outputs.

In July and September, the project will carry out two technical missions to Colombia and one to Panama related to the implementation, follow-up and monitoring of the activities for indigenous peoples and Afro-descendant populations.

The round table to assess the situation in Colombia was originally scheduled for June this year. However, it had to be reprogrammed for the second semester (July) on account of the two electoral processes that took place in the first half of the year (March and May). All of the participants involved in the round table work for electoral institutions and their professional duties took priority. The Director of CAPEL, José Thompson, was consulted about the change. He will be representing the IIHR/CAPEL in the round table discussion.

INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS

USAID COOPERATIVE AGREEMENT LAG-A-00-02-00001-00

PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN LATIN AMERICA

WORK PLAN 1 JULY - 31 DECEMBER 2006

PROJECT: PROMOTING A CULTURE OF INCLUSION

FINAL GOAL: To expand and further develop the citizenship of women, indigenous peoples and Afro-descendant populations, based on the principles of equality, nondiscrimination and full political participation, as part of the efforts to strengthen inclusive democracy, governability and the rule of law

PERFORMANCE INDICATOR: Conditions created for women, indigenous peoples and Afro-descendant populations in the region to know their political and electoral rights and exercise them fully on an equal footing

Semiannual Goal 1: To determine the impact that equal opportunity legislation has had on public policies and the institutional fabric							
ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE / COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Diagnostic assessments of the impact of legislation designed to advance gender equality Objective: To encourage the production of specialized knowledge about the impact of legislation designed to create equal opportunities for women and men	The project will continue to generate and disseminate knowledge by determining the impact that such legislation has had in the five countries where it has been enacted (Costa Rica, Colombia, Honduras, Panama and Venezuela). Information is compiled using an action-research methodology. Experts or women's organizations in the five countries serve as counterparts, garnering the	Between July and December 2006, the project will revise, complement, make the final changes to and edit the final documents of the assessments of legislation on gender equality in Costa Rica, Colombia, Honduras, Panama and Venezuela, which are five of the project's final outputs. The documents are being processed and systematized with a view to making comparative analyses and an	Between 2002 and 2005, the USAID-funded project compiled information about successful advocacy experiences of women's CSOs related to the enactment of legislation on equal opportunities for women and men. The work then focused on Peru, facilitating an enabling environment for the enactment of a new law on the subject. In the first half of 2006, research was carried out to determine the impact of gender equality legislation in	USAID will be informed and invited to take part in open activities included in the work plan. The counterparts in each country will be responsible for making the last changes to the five national research documents and delivering a final version. The IIHR will be responsible for revising and providing feedback on the five research projects and the comparative analysis, evaluating	Revise and provide feedback on the five research projects Undertake the comparative analysis and overall evaluation using the input provided by the national research Edit and lay out final outputs Disseminate the final outputs via working documents and by permanently updating the contents of the specialized section of the IIHR website	Research and analysis concluded Final versions of five diagnostic evaluations of the impact of laws guaranteeing equality in five countries in the region that possess legislation of this kind Document containing comparative analysis and overall	More information available for assessing and monitoring the impact of specific legislation designed to guarantee equality between women and men

	<p>information from secondary sources (assorted documentation) and primary sources (interviews and semi-structured questionnaires). The preliminary documents are circulated among women's organizations and public institutions, to obtain feedback. The findings of the five national research projects are used to make a comparative analysis and arrive at an overall assessment, which includes circulating them among the five counterparts and, ultimately, disseminating them.</p>	<p>overall assessment based on the national research. Changes will be made to the document that will be the final output. It will then be edited. The national research and comparative analyses are being posted in the specialized section of the IIHR's website (<i>DerechosMujer</i>) and the project's activities and outputs are being disseminated</p>	<p>the five countries where it has been enacted. Various UN and ECLAC diagnostic assessments have found that laws guaranteeing equality help states to determine their policies in this area. They also serve as a mechanism for implementing the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), although they face difficulties and problems that hinder full implementation.</p>	<p>the final documents and ensuring they are edited and prepared for publication. It will also disseminate the final outputs and update the contents of the specialized section of the IIHR website (<i>DerechosMujer</i>).</p>	<p>(<i>DerechosMujer</i>)</p>	<p>evaluation</p> <p>Specialized section of the IIHR website (<i>DerechosMujer</i>) updated</p>	
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Semiannual Goal 2: To consolidate knowledge and capabilities for monitoring and influencing specific legislation designed to encourage women to take part in political life

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE / COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Research on the implementation of the quota system Objective: To promote specialized knowledge for monitoring the implementation of legislation intended to encourage women to participate in political life	Production and dissemination of knowledge about electoral organizations' efforts to implement the quota mechanisms established in the electoral legislation of 11 countries (Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador, Honduras, Mexico, Peru, Panama and Paraguay). The applied research is being carried out using a questionnaire that the 11 electoral organizations are completing. It provides information about current legislation and implementation and monitoring mechanisms. The organizations are asked to give details of their efforts to guarantee and implement quotas, establish and enforce rules, rectify any anomalies and impose penalties.	Between July and December 2006, the project will continue and complete the process of compiling information, using a questionnaire to gather information from the electoral bodies of the 11 countries that possess specific or electoral legislation establishing minimum quotas for women's political representation (Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador, Honduras, Mexico, Peru, Panama and Paraguay). The core elements for systematizing analyzing the data are being established. Contacts are being made and experts identified for the team. The initial analysis of the information garnered is under way. Materials on the	The minimum quotas for women's political participation established in specific or electoral legislation are intended to correct discrimination and inequality and ensure that equal numbers of women and men hold political office. This mechanism exists in 11 Latin America countries but no comparative analysis has been undertaken of the electoral bodies' experiences and the difficulties they have encountered in interpreting and applying legislation on the subject. Having such knowledge will enable CSOs and, the electoral organizations themselves, to understand and monitor the situation better.	The IIHR is responsible for establishing the core elements of the research, analysis and systematization; providing technical assistance; monitoring the application of the questionnaires and the compiling of the information; choosing the experts and supervising the preliminary analysis of the data; and updating the contents of the specialized section of the IIHR website (<i>DerechosMujer</i>). The team is responsible for systematizing the data and submitting a preliminary report.	Administer the questionnaire to the electoral organizations of the 11 countries that have legislation on quotas Set up the team to systematize the information Systematize and conduct preliminary analysis of the information compiled from the questionnaires Monitor implementation of the work plan and support the research process and its findings (IIHR) Permanently update contents of the specialized section of the IIHR website (<i>DerechosMujer</i>)	Questionnaire completed in 11 countries Counterparts identified to form part of team Preliminary document systematizing questionnaires Specialized section of IIHR website updated (<i>DerechosMujer</i>)	More information available about the experiences of electoral bodies in implementing quota legislation, to assess and monitor its impact

	They also supply information about their practices and resolutions (jurisprudence). The data is being systematized and initially studied by a team of at least four specialists and members of organizations involved in this issue.	subject will be posted in the specialized section of the IIHR's website (<i>DerechosMujer</i>) and the project's activities and outputs will be disseminated.					
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Semiannual Goal 3: To help indigenous peoples and Afro-descendant populations and their organizations, and CSOs that provide follow-up to political-electoral processes and carry out advocacy activities, enhance their expertise and capabilities for monitoring and influencing specific legislation intended to encourage the aforesaid populations to participate in political life

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Applied research on the political and citizen participation of indigenous peoples</p> <p>Objective: To explore the actions of electoral organizations in selected countries (Bolivia, Colombia, Ecuador, Mexico, Panama and Peru) regarding the implementation of affirmative actions and administrative measures, to disseminate information about difficulties and good practices for increasing the political participation of indigenous</p>	<p>The project consists of applied research divided into three components: 1) production of specialized knowledge (applied research); 2) education and information (training workshop-course; activities to educate people about the issue in 12 countries); 3) dissemination (publication, CD-Rom, specialized section of the IIHR's website - <i>Diversidades</i>).</p> <p>The research in each country will include at least one of the selected variables: a) indigenous electoral legislation and regulations; b) administrative arrangements; c) use of legal and regulatory resources by indigenous peoples; d) performance of indigenous</p>	<p>Between July and December, the project will educate, inform and disseminate information in the following ways: a) a workshop will be held in Mexico to share experiences and the findings of the studies with researchers from six countries (October 2006); b) a systematization of the research findings will be published; c) subsequently, and based on the study findings, a training workshop-course will be held in Costa Rica (November 2006) for representatives of indigenous organizations from Argentina, Bolivia, Colombia, Chile, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay and Peru (12 countries). The content will be based on the good</p>	<p>The activities form part of the July-December 2006 work plan of the Promoting a Culture of Inclusion Project. They involve efforts to monitor and influence specific legislation intended to foster the political participation of indigenous peoples.</p> <p>Based on the publication containing the systematization of the research findings and the training module, a process of education / dissemination / sensitization will be implemented, targeted at indigenous organizations and peoples, civil society organizations and social movements involved in the issue.</p> <p>As in the previous stage, both the strategies and the activities were formulated to form part of a process that includes the set of</p>	<p>The work plan will be implemented by the counterparts, consultants or organizations selected in the countries. They are responsible for: a) systematizing the research findings; b) preparing the training module; c) organizing the workshop involving the researchers; d) preparing the methodology and content of the training activity; e) preparing the 12 educational / informational activities; and, f) systematizing the research findings for the preparation of indicators of progress.</p> <p>The IIHR is responsible for: a) monitoring and evaluating the implementation of the activities described and the execution of the work plan and schedule; b) providing technical assistance; c) revising and providing feedback for the systematization of the</p>	<p>The counterparts will monitor and provide follow-up to the preparation of the systematization of the research, the preparation of the training module and the systematization of the information needed for the indicators of progress</p> <p>The IIHR will monitor implementation of work plans and the implementation and development of the training, education / information and dissemination activities</p> <p>Prepare report on implementation of activities</p> <p>Coordination of the Culture of Inclusion Project with IIHR/CAPEL and IIHR support units</p>	<p>The findings of the applied research on the political/electoral participation of indigenous peoples in Bolivia, Colombia, Ecuador, Mexico, Panama and Peru systematized and published</p> <p>Workshop of researchers from the six countries held, to enable them to share their experiences and the findings of the studies</p> <p>Training module prepared and training workshop held for 6 countries studied, with the</p>	<p>More information available about the actions of electoral organizations with respect to measures that encourage or hinder the participation of indigenous peoples in political and electoral processes in six countries in the region</p>

peoples	<p>parties/candidates in elections.</p> <p>The findings of the applied research will be disseminated by means of publications, a training workshop, educational / informational activities and via the specialized section of the IIHR website (<i>Diversidades</i>)</p>	<p>practices, lessons learned and experiences in the countries studied, as well as the legislation, administrative measures, mechanisms and forms of participation identified. A module is being designed on advocacy strategies for achieving the adoption of legislation and administrative measures designed to strengthen the political and electoral participation of indigenous citizens in countries that have still not made much progress in this area.</p> <p>The research findings will be disseminated via the specialized section of the IIHR's website (<i>Diversidades</i>).</p> <p>Twelve educational / informational activities will be held, in Argentina, Bolivia, Colombia, Chile, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay and Peru. They will be used to</p>	actions required to obtain the results.	<p>research for the publication, the training module and the systematization for the indicators of progress; d) organizing the administrative, financial and logistical aspects of the training workshop for 12 countries; e) organizing the educational / informational activities with the counterparts; f) updating the content of the specialized section of the IIHR website (<i>Diversidades</i>); and, g) preparing the semiannual report.</p> <p>USAID will be informed of open activities included in the work plan.</p>	Disseminate information via specialized section of the IIHR website (<i>Diversidades</i>)	<p>participation of another seven countries (Argentina, Chile, Guatemala, Honduras, Nicaragua and Paraguay)</p> <p>Information for indicators of progress systematized</p> <p>Reports on the execution of the work plans and financial reports submitted</p> <p>Specialized section of IIHR website (<i>Diversidades</i>) updated</p>	
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		<p>impart knowledge to the target audience and sensitize them to the political rights of this population and the need for it to appropriate them by strengthening and increasing their political participation. The events will also provide opportunities for various sectors to interact and build bridges. These activities will be targeted at organizations that represent indigenous peoples, civil society organizations that monitor and influence political-electoral processes, social movements involved with the issue, political parties and other stakeholders. The activities will be carried out in the second half of 2006.</p>					
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ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Applied research on the Afro-descendant population's access to citizenship and political participation in Colombia and Panama Objective: To enhance the capabilities of the Afro-descendant population and organizations that monitor and engage in advocacy efforts in political-electoral processes	The project comprises 2 components: 1) production of specialized knowledge (applied research) and, 2) education / information / dissemination. The aim is influence and monitor proposed specific legislation designed to foster the inclusion and political participation of the Afro-descendant population. The assessment of the political participation of Colombia's Afro-descendant population will be carried out based on 4 variables: a) electoral legislation and regulations governing Afro-descendants; b) administrative arrangements (issuing of identity cards, registration); c) the Afro-descendant population's use of legal and regulatory	The July-December 2006 work plan will be executed with activities under both components: 1) a panel discussion, in July 2006, and 2) research/action on the inclusive electoral legislation that exists in Panama. Based on the knowledge acquired, a bill will be drafted on affirmative action or minimum quotas for the political participation of Afro-descendants. One or two of the counterparts in Panama will take part in the activity to assess the situation in Colombia; 3) education and information / dissemination. Publication containing systematization of the research findings, including good practices, lessons learned and the experiences in Colombia, as well as legislation, administrative measures,	The activities form part of the work plan (July-Dec 2006) of a new stage of the Promoting a Culture of Inclusion Project. The aim is to make other countries that have made relatively less progress with regard to the political participation of Afro-descendants aware of the good practices employed and lessons learned by Colombia. Authoritative knowledge will be passed on to the Afro-descendant organizations and population, CSOs involved with the rights of this population and electoral and related institutions, both in countries that have advanced electoral systems and those that have not yet developed legislation, jurisprudence, doctrine and/or administrative arrangements to foster greater participation. Both the strategies and the activities were formulated as part of a process that includes	The work plan will be implemented by the counterpart selected in Colombia. The IIHR will: a) monitor and evaluate implementation of the work plan; b) carry out a technical assistance mission; c) update the contents of the specialized section of the IIHR website (<i>Diversidades</i>); and, d) prepare the semiannual report. In Panama, the work plan for the research/action will be designed and implemented by the counterpart selected. The IIHR will: a) monitor and evaluate its implementation; b) carry out a technical assistance mission; c) design and produce the publication containing the systematization of the research findings; d) organize, with support from selected counterparts, 8 education / information activities in Bolivia, Colombia, Ecuador, Honduras, Nicaragua,	Identify actors and other NGOs. Select and invite various CSOs and state actors to take part in the round table to assess the situation Prepare the logistical and methodological aspects of the activity Prepare / disseminate informational material Monitor and support the process (IIHR) Identify counterparts for research/action on inclusive electoral legislation in Panama and to prepare proposed legislation for increasing the political/electoral participation of Afro-Panamanians. Design and print publication	Activity held to assess the progress made with regard to the political participation of the Afro-Colombian population Research-action on Panama's inclusive electoral legislation carried out Book containing systematization of research findings published Eight training / informational activities implemented in Bolivia, Colombia, Ecuador, Honduras, Nicaragua, Panama, Peru and Uruguay Draft legislation prepared	NGOs, CSOs, electoral bodies, stakeholders and decision-makers involved with the issue are more knowledgeable about the progress made and obstacles encountered in the efforts to increase the political participation of Colombia's Afro-descendant population Relatively less developed countries have more knowledge about the efforts to increase the political participation of Colombia's Afro-descendant population

	<p>remedies (local, national and regional levels); d) the participation of Afro-Colombians in electoral processes. Colombia was selected because it is the country that has made the greatest progress in constitutional and legislative terms and as regards administrative measures (quotas) for the political participation of Afro-descendants. Panama was selected for the research-action to promote the progress achieved by the Afro-Panamanian population in implementing the national project carried out under the Promoting a Culture of Inclusion Project. The specialized section of the Institute's website (<i>Diversidades</i>) will support the implementation of the activities by providing access to information.</p>	<p>mechanisms and forms of participation identified at all levels. Other media to which the stakeholders have access will also be used (CD Rom and electronic outputs for posting on line).</p> <p>Eight education / information activities will be held in Bolivia, Colombia, Ecuador, Honduras, Nicaragua, Panama, Peru and Uruguay, countries that are relatively less developed in this area, targeted at Afro-descendant organizations and peoples, civil society organizations that monitor and influence political-electoral processes, social movements involved in the issue and political parties. These activities will be carried out in the second half of 2006.</p> <p>Two technical assistance missions will be carried out - one in July (Colombia) and another in September</p>	<p>the set of actions required to obtain the results.</p>	<p>Panama, Peru and Uruguay; and, e) permanently update and incorporate information into the specialized section of the Institute's website (<i>Diversidades</i>)</p> <p>USAID will be informed of open activities included in the work plan.</p>	<p>containing research results</p> <p>Identify counterparts for the design, organization and implementation of 8 training / informational activities in Bolivia, Colombia, Ecuador, Honduras, Nicaragua, Panama, Peru and Uruguay.</p> <p>Permanently update the contents of the specialized section of the Institute's website (<i>Diversidades</i>)</p> <p>Coordinate the Culture of Inclusion project with the IIHR/CAPEL and the IIHR's support units</p> <p>Inform USAID of open activities included in the work plan</p>	<p>containing measures for affirmative action, quotas and other actions designed to promote the inclusion and political participation of the Afro-Panamanian population</p> <p>Two technical missions carried out: one to Colombia and one to Panama</p> <p>Reports on technical missions</p> <p>Reports on execution of work plans and financial reports submitted</p> <p>Material disseminated via the specialized section of the IIHR website (<i>Diversidades</i>)</p> <p>Specialized section of the</p>	
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		(Panama). The material produced and other useful documents will be made available via the specialized section of the Institute's website (<i>Diversidades</i>)				IIHR website (<i>Diversidades</i>) updated	
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PROJECT: PROMOTING A CULTURE OF INCLUSION

SCHEDULE OF ACTIVITIES JULY-DECEMBER 2006

ACTIVITIES	COUNTRY	JUL	AUG	SEP	OCT	NOV	DEC
Work Plan Indigenous Peoples	Costa Rica, Argentina, Bolivia, Colombia, Chile, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru						
Work Plan Afro-descendant Populations	Costa Rica, Colombia, Panama, Bolivia, Ecuador, Honduras, Nicaragua, Peru, Uruguay						
Technical Assistance Mission	Colombia						
Technical Assistance Mission	Panama						
Diagnostic assessment, systematization and preliminary analysis of impact of equality laws	Costa Rica, Honduras, Panama, Venezuela, Colombia						
Research process and systematization and preliminary analysis of application of quota mechanism	Argentina, Bolivia, Brazil, Costa Rica, Dominican Republic, Ecuador, Honduras, Mexico, Peru, Panama, Paraguay						

B. CONFLICT PREVENTION

B.1. CITIZEN SECURITY IN LATIN AMERICA: DEVELOPING A NATIONAL AND LOCAL APPROACH

As agreed, the Inter-American Institute of Human Rights (IHR) is presenting an updated plan for the project Citizen Security In Latin America: Developing A National and Local Approach for July-December 2006, now that the funds programmed for this year have been disbursed. This followed USAID's approval of the IHR's request to extend cooperation agreement LAG-A-00-02-00001-00 through September 2007.

Experience in Latin America has shown that crafting a citizen security policy and providing the corresponding legal framework is one of the most pressing challenges facing the countries. Hence, the goals proposed for July-December 2006 are:

- 1) To consolidate the process of security sector reform as part of the implementation of the public citizen security policy in the Dominican Republic
- 2) To enhance the institutional capabilities for defining and implementing democratic citizen security policies and for cooperation between the sub-regions of Latin America (Central America and MERCOSUR).

The Strategic Plan for Citizen Security and Police Reform, drawn up by the Ministry of the Interior and senior police officers with the IHR's assistance, establishes guidelines for the effective implementation of the public citizen security policy. The police force is being overhauled by executing concrete modernization and institutional strengthening measures, to guarantee the population a real security service. Under the Plan, the authorities are instituting and implementing a true public citizen security policy as a State policy promoted and managed by the Ministry of the Interior.

The government demonstrated its commitment to the policy by issuing Presidential Decree 264-05 on 27 February 2005, in which it unveiled the Democratic Security Plan to tackle the crime and growing insecurity in the country, making it a national priority. The IHR provided direct assistance with the design of the Plan, funded by USAID.

During the first half of 2006, the project carried out two, weeklong technical assistance missions to the Dominican Republic, in February and March. During and between the missions, the IHR team provided continuous advice and assistance in certain priority areas of the Democratic Security Plan drawn up in 2004 with the Secretariat of the Interior and senior police officers. During the second mission, three workshops took place on community policing, criminal investigations and the prevention of violence by the community (the last of these targeted at leaders of neighborhood organizations).

Another technical assistance mission to the country has been scheduled for September. In October, a seminar will be held to strengthen the priority areas, particularly community policing and prevention. The institutional situation permitting, the seminar will also be used to evaluate the status of the implementation of the Citizen Security Policy.

With regard to the second of the goals mentioned, one of the most positive and important aspects identified is the recognition at the highest levels of government of the importance of developing a citizen security policy. In places like Latin America, however, where the situation is critical and there is strong public pressure for immediate, effective and forceful action, short-term quick fixes of the "iron fist" variety are finding favor once again. The most visible result is the lack of coordination of activities undertaken in this field. Initiatives compete with one another and the resulting fragmentation of efforts and resources ends up being a serious obstacle to the implementation of a citizen security policy in most countries.

Therefore, the IIHR advocates efforts to develop public security policies based on general guidelines agreed on and validated at the regional level. Existing cooperation between the sub-regions also needs to be strengthened, to prevent organized transnational crime, by:

- Publishing a manual containing guidelines for crafting and implementing public citizen security policies from a human rights perspective
- Regional meetings with the authorities responsible for citizen security in Central America and MERCOSUR

To prepare for the regional meetings, a Meeting of Experts took place 30-31 January, in San Jose, Costa Rica. The activity was used to continue drafting the “Recommendations for the Implementation of Public Citizen Security Policies,” based on a document drawn up previously. Since the meeting, further work has been done on the document and it is almost ready. It is to be published and presented at the first Ministerial Meeting on Security, due to be held by the MERCOSUR countries in July. The Ministerial Meeting for the Central American countries is scheduled for November.

INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS

USAID COOPERATIVE AGREEMENT LAG-A-00-02-00001-00

PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN LATIN AMERICA

WORK PLAN 1 JULY-31 DECEMBER 2006

PROJECT: CITIZEN SECURITY IN LATIN AMERICA: DEVELOPING A NATIONAL AND LOCAL APPROACH

FINAL GOAL: To design and promote the implementation of citizen security plans and policies in the countries of the region

PERFORMANCE INDICATOR: Institutions and civil society better equipped to tackle the problem of insecurity from a human rights perspective

Half-year Goal 1: To consolidate the process of security sector reform as part of the implementation of a public citizen security policy in the Dominican Republic							
ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Technical assistance to support the implementation of the Public Citizen Security Policy in Dominican Republic Objective: To consolidate the implementation of the Public Citizen Security Policy in the Dominican Republic by providing specialized technical assistance to the institutional actors responsible for security matters	As the emphasis of the IIHR's support has been on the reform of the police force, since the approval of the Police Modernization Plan in December 2004 ("Strategy for Modernizing the National Police of the Dominican Republic") our work has focused on providing the constant advice needed to implement the gamut of actions called for in the plan. These actions include strengthening the Preventive Police by designing a community policing strategy and a system for recording and analyzing crime-related information; and drawing up an agenda for the democratic management of security that will permit the Ministry of the Interior to address the issue at	Project staff will identify the areas on which our work will focus between July and December 2006, consulting with the counterparts in the country. A technical assistance mission will be designed and implemented in September to continue providing advice for the implementation of the Democratic Security Plan. In October, a seminar will be held with a view to strengthening priority areas, particularly community policing and prevention. The institutional situation permitting, the seminar will also make it possible to evaluate the status of the implementation of the Citizen Security Policy. The participants will include, in addition to the security authorities, representatives of CSOs and citizen organizations (neighborhood	The current situation in the Dominican Republic is ideal for concluding the implementation of a process designed to develop to a "model for intervention in citizen security from a human rights perspective." In addition to establishing the background, rationale and objectives of the reform, the model consists of three core components, each of which contains a large number of activities and goals: a) strengthen the police force; b) incorporate the dimension of community policing; and, c) define the relationship between the police and the armed forces. The IIHR made a major contribution to the design of the program for implementing the	Juan Navarrete, Director of the IIHR's Department of Public Institutions, and Security and Human Rights program officer Isabel Albaladejo are responsible for these actions. The project will coordinate with Dominican CSOs, in particular with the Human Rights Institute of Santo Domingo, which has played a key role in the previous phases of this process. This will also ensure the sustainability of the actions implemented. To ensure that all the work is integrated, the activities will also be coordinated with the Attorney General's Office,	Design and plan the missions, coordinating with the Interior Ministry Identify, select and hire the specialists who will be providing support in the areas decided on Compile, analyze and study documentation related to the specific areas of work Design the methodology and programming of the evaluation seminar	One technical assistance mission carried out Documents prepared containing recommendations and strategies regarding the areas addressed during the missions Report on technical assistance mission A closing seminar held to evaluate the process from its beginning in 2003	Enhanced institutional capabilities for designing and implementing measures to guarantee people's safety, as part of a public security policy in the Dominican Republic Improved grassroots and civil society participation in the design, monitoring and evaluation of public citizen security policies, and in the control of the police

	<p>the political level. On the recommendation of the IIHR team, an internal directive was issued instituting an organizational-operational restructuring of the police, creating the Preventive Police and the Investigative Police. Given the new structure required and already approved by the Chief of Police, in the coming months priority will be given, at the request of the authorities responsible for security matters, to the areas of Prevention, Internal Affairs and Training. Therefore, the aim of the strategy for July-December 2006, with support from USAID, will be to continue providing advice and specialized technical assistance to support the implementation of the citizen security policy. The project will help consolidate the changes and provide follow-up to the process, which is proving to be a success.</p>	<p>councils etc.), police officers, members of the Judicial Branch (District Attorney's Office, judges etc.) and the Attorney General's Office, as well as experts, academics and members of the media. Using a purpose-designed methodology, the participants will discuss and evaluate the different actions, strategies and measures promoted under the reform of the security sector, in particular the reform of the police. This will make it possible to identify the changes that have already taken place so that the Dominican institutions can continue to modernize the police and rethink any aspects that are not producing the expected results.</p>	<p>Democratic Security Plan. Bearing in mind that a program of reforms and change like the one being implemented in the Dominican Republic is a long-term process, the IIHR's continued support and assistance is essential. The modernization and institution building process (encompassing organizational, operational and doctrinal aspects) is targeted at the government structures in charge of security and, in particular, the police system and interagency mechanisms and tasks. Evaluating the current situation objectively, it is no exaggeration to say that the authorities have great faith in the IIHR's technical assistance. The project's endeavors have been matched by commitments and sweeping changes in the security field. This has occurred since the project progressed from the assessment phase in 2003 to the current implementation stage. The structural changes achieved and the legislative reforms approved (including the Presidential Decree issued in February 2005) confirm this. The institutional and political will for change seen in the changes already instituted also makes the actions</p>	<p>which plays a leading role in criminal investigations and will also be strengthened by the actions undertaken. The project will also coordinate with the Presidential Advisor for Police Affairs, Manuel de Jesús Pérez Sánchez. All the activities will be coordinated with the local USAID office as well.</p>	<p>Identify and issue invitations to the seminar participants</p> <p>Prepare materials and documents for distribution at the seminar</p> <p>Maintain permanent communication and coordination with the counterparts</p>		
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			that are about to be implemented highly sustainable. The important thing is not to leave such an important effort half done. There is strong momentum for the activity but it still requires international cooperation if its success is to be fully consolidated.				
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Half-year Goal 2: To enhance institutional capabilities for developing and implementing democratic citizen security policies and for cooperation between the subregions of Latin America (Central America and MERCOSUR)							
ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE/ COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Support the definition of democratic public citizen security policies at the regional level Objective: To enhance the institutional capabilities for devising and implementing democratic public citizen security policies, and cooperation and consensus-building among the subregions of Latin America to prevent organized transnational crime	The strategy to be implemented will focus on two areas of action: (1) Preparation of a Manual for devising and implementing public citizen security policies (October-December 2005); (2) Regional meetings on citizen security and organized transnational crime, bringing together high-level politicians and decision-makers from the countries of	A meeting will be held in the Central American region involving Mexico, Guatemala, Honduras, Nicaragua, El Salvador, Costa Rica, Panama and Dominican Republic. Another, in the MERCOSUR region, will involve Brazil, Chile, Uruguay, Paraguay and Argentina. The MERCOSUR meeting will take place in July and the Central American meeting in November. The Regional Meeting of the MERCOSUR countries will be held in Buenos Aires, Argentina, the country that is currently the	An institutional citizen security system designed to control crime problems in an integrated way can achieve socially acceptable levels of prevention and provide a response to a wide range of crime-related issues. This can be done by successfully formulating, implementing and evaluating citizen security policies and strategies. The IIHR advocates the preparation of citizen security policies based on general guidelines that	IIHR Security Program officer Isabel Albaladejo and Juan Navarrete, Director of the Department of Public Institutions, will coordinate this work. They will work closely with the consultants to plan and implement this task. Coordination with the team of consultants All the activities will be coordinated with	Design and plan the meetings, working with the group of experts in charge of preparing the Manual Reach agreement with secretaries and ministers of the interior regarding their participation in the events Identify other participants from	Two subregional meetings held A manual for devising public citizen security policies agreed on and validated that has region-wide applications Greater coordination among the institutions involved with the issue at the regional level	Enhanced institutional capabilities for devising and implementing democratic citizen security policies A regional coordination mechanism established to tackle the problem of insecurity based on comprehensive

	<p>two subregions identified: Central America and MERCOSUR (July - December 2006). Using the Manual for devising and implementing public citizen security policies produced previously (2005), during this phase (July-December 2006) regional meetings will be held involving people from the highest political and academic levels. The aim will be to involve the heads of the main institutions involved in security in each country. These meetings will be used to present to the authorities certain successful experiences in the region and to establish some guidelines and principles for devising and implementing democratic citizen security policies using the "Manual," which will be validated and made available to the people responsible for these matters. These general guidelines will be of a regional nature but will take into consideration the different problems faced by the</p>	<p>pro tempore chair of the regional body. The host country for the Central American meeting will be decided based on the political situation at that time. Each meeting will bring together the political authorities in charge of security (interior and security ministers) and other governmental actors (chairs of congressional security committees, presidents of supreme courts) and nongovernmental actors linked to the issues.</p>	<p>can be agreed on and validated at the regional level. It also advocates strengthening existing cooperation efforts among the subregions to prevent organized transnational crime. To tackle multidimensional challenges such as terrorism, burgeoning crime, the gangs in the cities and organized transnational crime (drug trafficking, people smuggling and people trafficking, etc.) the project aims to make a substantial contribution to the promotion of cooperation on crime prevention, contributing the capabilities of countries that are most proficient in this field. This will be done by making use of existing regional mechanisms, such as the Inter-American Drug Abuse Control Commission (CICAD), the Inter-American Committee against Terrorism (CICTE) and groups of experts specializing in cyber crime, money laundering and corruption, increasing the levels of consensus and cooperation. The advocates of democratic citizen security based on constitutional principles know that no crime control policy can be implemented without respect for human rights, because guaranteeing</p>	<p>USAID.</p>	<p>each country and issue invitations to them</p> <p>Miscellaneous logistical aspects</p>	<p>(Judicial Branch, Prison System, National Police) and between them and nongovernmental institutions</p>	<p>democratic strategies that guarantee human rights</p> <p>Enhanced cooperation and consensus among the subregions of Latin America in a collective effort to prevent organized transnational crime</p>
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	countries and subregions of Latin America.		citizen security means simply guaranteeing the full enjoyment of human rights.				
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PROJECT: CITIZEN SECURITY IN LATIN AMERICA: DEVELOPING A NATIONAL AND LOCAL APPROACH

SCHEDULE OF ACTIVITIES JULY - DECEMBER 2006

ACTIVITIES	JUL	AUG	SEP	OCT	NOV	DEC
Technical mission to Dominican Republic						
Seminal Dominican Republic						
Meeting - Regional Summit on Citizen Security - South America						
Meeting - Regional Summit on Citizen Security – Central America						
Coordination Regional Meetings						

B. 2. PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA

As agreed, the Inter-American Institute of Human Rights (IHR) is presenting an updated plan for the Strengthening the Ombudsman in Latin America Project for the second half (July-December) of 2006, now that the funds programmed for this year have been disbursed. This followed USAID's approval of the IHR's request to extend cooperation agreement LAG-A-00-02-00001-00 through September 2007.

Since the objective of the Ombudsman and Human Rights Program is to strengthen these Institutions in Latin America, special emphasis was placed on consolidating existing offices and implementing strategies to bring pressure to bear for the appointment of ombudsman in countries where they have not yet been named.

The situation in Latin America is complex and special importance has been attached to the creation of national institutions to defend and promote human rights. Ombudsman offices are especially important and have legal or constitutional mandates to contribute to the consolidation of democracy.

The major challenges facing the various types of ombudsman institutions in the region include dealing with social, economic and political situations that, in one way or another, affect the human rights of the citizenry.

Thus, ombudsman institutions are performing a fundamental role as a new, key actor in state-run justice systems and in ensuring the effective effect of human rights, especially to counterbalance the power of state institutions.

In light of the above, institutions like ombudsman offices must receive the support they need to respond satisfactorily to pressure from the citizenry on a number of issues, including respect for their human rights and effective guarantees for enforcing them, particularly from vulnerable segments of the population. In this way, ombudsman institutions fill a gap in human rights protection and play a key role in establishing and underpinning strong, stable democracies in the hemisphere.

In 2006, the project will work to strengthen ombudsman institutions in Latin America through an integrated information and communication system called Ombudsnet, which offers specialized assistance to ombudsman in the region. It channels useful news and provides access to complete, up-to-date information about every ombudsman institution.

In the first half of 2006, the specialized section was updated continually. Project staff reviewed the lists of contacts, news bulletins and other media items related to matters of importance to ombudsman institutions. There is a complete, up-to-date directory containing information about all the ombudsman offices in the region. The section also serves as an early warning system, to enable them to deal with situations that require urgent action, with a view to developing a culture of interinstitutional cooperation among the ombudsman offices and between them and the IHR.

The project also supported the ombudsman offices of Central America by consolidating cooperation between the Central American Council of Human Rights Ombudsman (CCPDH) and the Caribbean Ombudsman Association (CAROA). In March, senior CAROA officials took part in the 32nd meeting of the CCPDH; then, in May, the Central American ombudsman were invited to take part in the Fourth Regional Conference of CAROA. At this meeting, the members of the Caribbean Association elected a new set of officers. The Ombudsman of Belize, Paul Rodríguez, took over as Chairman of the organization. The fact that Belize is a member of both CAROA and the CCPDH shows how the two regional organizations are drawing closer together and bodes well for the implementation of joint activities.

One of the activities planned for the first half of 2006 was a national meeting with staff of the Ombudsman's Office of Bolivia, to study the international doctrine and instruments dealing with economic, social, and cultural rights; the international and inter-American human rights protection systems; and, the enforceability of ESCR and role of ombudsman institutions. However, given the partnership that is developing between the Caribbean and Central American ombudsman we feel that priority should be given to a first meeting of the heads of all the members of the two associations. Therefore, the funds earmarked for the activity in Bolivia will be used for the meeting between CAROA and CCPDH planned for November 2006.

This activity will take place in San Jose, Costa Rica, during the 73rd Regular Period of Sessions of the Inter-American Court of Human Rights. The aim is to continue strengthening the partnerships and work of the CCPDH and CAROA by sharing experiences, discussing common concerns and establishing closer ties with the Inter-American human rights protection system.

For the second half of 2006, the project intends to continue permanently updating the specialized section (Ombudsnet) and facilitate access to systematized, digital information related to the work of ombudsman institutions. This will help them perform their task of defending human rights and acting as watchdog agencies, elements that are needed to consolidate democracy in the region.

USAID COOPERATIVE AGREEMENT LAG-A-00-02-00001-00
PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN LATIN AMERICA

PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA

PERFORMANCE INDICATOR: Increase in the number of ombudsman's offices in Latin America or their consolidation as a mechanism for protecting human rights and denouncing violations.

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	regional ombudsman's offices. The IIHR will continually research the sources of the information posted on the site to confirm its relevance. It will also post new information, thus keeping the specialized section permanently updated.	complete, up-to-date information on every ombudsman's office in the region (national, provincial and municipal), including street addresses, phone and fax numbers, Web page addresses and means of contact, and specialized units and topics.	ombudsman institutions. This is confirmed by repeated requests from these actors to be included in the lists of contacts that form part of the integrated information system, which serves as a mechanism for sharing experiences and as an early warning system.			cooperation among the ombudsman offices, and between them and the IIHR	More visitors to the different subsections availing themselves of the services offered by the specialized section
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Half-year Goal 2: To support the ombudsman's offices in Central America by consolidating cooperation between the Central American Council of Human Rights Ombudsman (CCPDH) and the Caribbean Ombudsman Association (CAROA)

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE & COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Meeting between the Central American Council of Human Rights Ombudsman (CCPDH) and the Caribbean Ombudsman Association (CAROA) Objective: To strengthen the ties and work of the CCPDH and CAROA through the sharing of experiences and the discussion of shared concerns, and to establish closer ties with the inter-American human rights protection system	In order to support the ombudsman offices in Central America and the Caribbean by increasing cooperation, the IIHR will coordinate the implementation of a high-level meeting of senior officials of the CCPDH and CAROA. The topics to be discussed were suggested by the IIHR but the two regional entities, working closely together, will have	The meeting of the CCPDH and CAROA will be held in San Jose, Costa Rica, in November 2006, during the LXXIII Regular Period of Sessions of the Inter-American Court of Human Rights. During the activity, the way in which the topics will be addressed is designed to increase the interaction between the ombudsman institutions of Central America and the Caribbean and the inter-American human rights protection system. The expert presentations, round	The Caribbean Ombudsman Association (CAROA) was created in 1998 and the Central American Council of Human Rights Ombudsman (CCPDH) in 1994. Since 1999, the IIHR has been in charge of the CCPDH's Technical Secretariat. The priority issues for the CCPDH are human rights education, promotion and defense. CAROA's members tend to focus on public actions and policies, and in recent years have become interested in discussing topics related to their	The IIHR operates the Technical Secretariat of the Central American Council of Ombudsman. With support from USAID, Lorena Gonzalez, of the IIHR Ombudsman and Human Rights Program, is coordinating this work with the Council's outgoing President, Ramón Custodio, the President elect, Sergio Morales (who will take over in August 2006), and the Chairman of the Caribbean Ombudsman Association, Hayden Thomas.	Decide which topics are a priority for CAROA and the CCPDH Invite the representative of the local USAID mission to take part in the implementation of the different stages of this component, which are described below. Design the content, scope and work methodology of the meeting Select specialists to present the	Regional meeting in San Jose implemented The virtual discussion lists used to share experiences and disseminate specialized information continue to operate Closer ties established between the CCPDH and CAROA Strategies defined for joint efforts to promote and protect human rights in Central America and the Caribbean	Stronger ties between the CCPDH and CAROA Greater capacity for coordination between the CCPDH and CAROA More horizontal cooperation between members of the CCPDH and CAROA Stronger mandate for the defense of human rights in the countries

	<p>the last word, to ensure the issues addressed are concerns common to the two associations. This will enhance the ombudsman institutions ability to exert influence and foster the implementation of joint work strategies in the inter-American human rights protection system. The program for the activity will include participation in the hearings of the Inter-American Court of Human Rights, expert presentations, round tables and forums involving international consultants specializing in this field.</p>	<p>tables and work strategies will focus on the challenges and problems facing the ombudsman institutions with regard to their efforts to promote and defend human rights in the inter-American human rights protection system. The aim is to increase their use of inter-American human rights instruments and the main protection bodies.</p>	<p>role in promoting and protecting human rights in general. This new area of work envisioned by CAROA has led to the gradual development of links with the CCPDH. The ombudsman institutions of the Caribbean also attach great importance to the work of the Inter-American Human Rights Commission and Court. Experts from the Caribbean belong to these protection bodies. The growing interest of the CCPDH and CAROA in establishing closer ties with each other and in interacting more with the inter-American human rights protection system led CAROA to invite senior CCPDH officials to take part in its third and fourth regional meetings. The Chairman and Secretary of CAROA then attended the 29th and 32nd meetings of the CCPDH. During these activities, the two organizations signed declarations, resolutions and a letter of intent to consolidate their joint work.</p>	<p>The project will contact the pertinent USAID official to coordinate the implementation of the meeting and inform USAID of the progress and outcomes of the activity</p>	<p>topics selected</p> <p>Prepare specialized material</p> <p>Send out invitations to the heads of the 11 Caribbean and 7 Central American ombudsman institutions</p>		<p>whose ombudsman belong to the CCPDH and CAROA</p> <p>Strengthening of the ombudsman institutions that are members of CAROA and the CCPDH</p> <p>More interaction between the regional networks and the Inter-American Human Rights Commission and Court</p>
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PROJECT: STRENGTHENING THE OMBUDSMAN IN LATIN AMERICA

SCHEDULE JULY- DECEMBER 2006

ACTIVITIES	JUL	AUG	SEP	OCT	NOV	DEC
Updating of the integrated information and communication system for the ombudsman offices in Latin America and the Caribbean						
Meeting of the Central American Council of Human Rights Ombudsman (CCPDH) and the Caribbean Ombudsman Association (CAROA)						

B.3 RAPID RESPONSE SYSTEM

As agreed, the Inter-American Institute of Human Rights (IIHR) is presenting an updated plan for the Rapid Response System Project, for the second half (July-December) of 2006. This became necessary when USAID approved the IIHR's request for an extension to cooperation agreement LAG-A-00-02-00001-00 through September 2007.

Originally, the objective of this project was to develop an early warning and rapid response system, as part of which the IIHR proposed to construct a regional system for detecting and responding to institutional weaknesses that posed a threat to human rights and democratic governability, paying special attention to the human rights situation.

The changeable situation in the Latin American and Caribbean countries was cited as one of the justifications for this project. However, the information gathered by the IIHR while implementing its activities, and specific requests from various beneficiaries, USAID and other international cooperation agencies also confirmed how important it is to be able to provide a rapid, expert response to certain developments that can pose a threat to the effective exercise of human rights or the rule of law in a given country. As a result, in August 2003 the IIHR asked USAID to approve an amendment to the original design of the project, reducing it to a system for monitoring threats to human rights, under which the Institute would tackle any situations that both USAID and the IIHR feel require urgent action.

In September 2003, the first activity was implemented under this rapid response system. Targeted at the pre-electoral and electoral process in Guatemala, the direct beneficiaries were the Elections Tribunal and the Office of the Ombudsman. The second action took place in 2005 in Colombia, where the IIHR carried out a mission to analyze the pre-electoral conditions in the country.

As in the two previous years, the strategic objective of this work plan is different from the one originally established in the general agreement, and more consistent with a rapid response project.

INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS

USAID COOPERATIVE AGREEMENT LAG-A-00-02-00001-00

PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN LATIN AMERICA

WORK PLAN 1 JULY - 31 DECEMBER 2006

RAPID RESPONSE SYSTEM

FINAL GOAL: To provide a technical and academic response, from a human rights perspective, to unforeseen situations in the region that pose a threat to democratic governability and the effective exercise of human rights, when both USAID and the IIHR are in favor of such action

PERFORMANCE INDICATOR: State institutions and civil society networks better equipped to detect and respond to institutional weaknesses that pose a threat to human rights and democratic governability

Annual Goal 1: To provide a technical and academic response, from a human rights perspective, to unforeseen situations that require urgent action because they pose a threat to the rule of law and democratic governance, in a country and a situation where USAID and IIHR agree it is necessary

ACTIVITIES	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Short-term specialized assistance Objective: To provide technical assistance, from a human rights perspective, to state institutions and civil society organizations that play a key role in crises where democracy or governability is at risk in a specific country	USAID or the IIHR will identify a country where a specific situation calls for an immediate technical response by the Institute. If USAID and the IIHR agree that the assistance is warranted, USAID will authorize the IIHR to take action as a component of this project.	The IIHR will draft a work plan for the country identified where USAID and the IIHR agree action is warranted, targeted at and/or incorporating the strategically important stakeholders and state and civil institutions. They may be strategically important because they exercise leadership in the situation or because they are vulnerable. The objectives proposed in the plan will vary according to the country and situation, given that this is a "rapid response" project. The work plan will include the activities to be implemented, the	The situation in the Americas is changeable and in recent years scenarios have arisen that posed a real threat to democracies and, therefore, to the effective exercise of human rights. Argentina, Venezuela, Guatemala, Colombia, Bolivia and Ecuador are some cases in point. In some instances, the situations were extreme and unforeseeable, and immediate action was needed to prevent or minimize the consequences, which posed a threat to human rights and democratic governability. Therefore, it is most important that the necessary financial and political resources be available, so that action can be taken in	The IIHR's Executive Director is responsible for identifying the target country and situation. He will then ask the corresponding operating department to prepare and implement the action required. This will be coordinated directly with USAID-Washington.	Identify a country and situation that warrant a rapid, human-rights based technical response Reach agreement with USAID-Washington, which authorizes the action Draft a work plan	A rapid response plan of action implemented in a specific country, to minimize threats to the effective exercise of human rights	Threat to the effective exercise of human rights reduced following implementation of a rapid response plan of action in a specific country

		objectives, the schedule, the places where implementation will take place, the beneficiaries and the budget.	line with the priorities of both USAID and the IIHR. The IIHR implements projects throughout the Americas with a variety of sectors, and enjoys high credibility and legitimacy. Combined with its technical know-how, this allows it to offer advisory services and specific, direct assistance both to state agencies and non-governmental organizations, and to act as a mediator. This mode of work makes it possible to achieve objectives in the short term, which is essential in the case of the "urgently needed" actions proposed under this project. The results of the first and second stages of this project conformed this (Guatemala, between September and December 2003, and Colombia in August 2005).				
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C. DEMOCRATIZATION OF POLITICAL PROCESSES

C.1. PROJECT: STRENGTHENING ELECTORAL INSTITUTIONS

The election calendar for 2006 is perhaps the fullest for the last five years, with general or presidential elections slated for many parts of the region. During the first half of the year (January-June 2006), the IIHR/CAPEL was involved in several electoral processes. Horizontal cooperation missions were carried out to Costa Rica (presidential election on 5 February), Colombia (parliamentary and municipal elections on 12 March and presidential election on 28 May), El Salvador (local elections on 12 March), Dominican Republic (parliamentary elections on 16 May) and Peru (both rounds of the presidential election, on 9 April and 4 June).

In the second semester (July-December 2006) important presidential elections will be taking place in four countries (Brazil, Ecuador, Mexico and Nicaragua), as well as local elections in Costa Rica and legislative elections in Saint Lucia. New electoral processes have also been confirmed for this semester that were not scheduled previously. The election of a Constitutional Assembly and a referendum due to be held in Bolivia in July are of key importance, and municipal elections will also be held in Paraguay and Peru in November 2006. The updated election calendar for the second half of 2006 is attached.

With regard to the Inter-American Electoral Network, during this semester (January-June 2006) the process of converting the specialized section of the Web page into a portal was concluded. This will make it possible to present the information in an organized way in the second half of the year (according to the subject matter involved), integrate services and offer personalized services and subscriptions.

Progress was also made in setting the dates for the annual meetings of two associations of electoral bodies - the 20th Conference of the Association of Electoral Bodies of Central America and the Caribbean (Tikal Protocol) and the 8th Conference of the Inter-American Union of Electoral Bodies (UNIORE), plus a special meeting of the Quito Protocol. All these events will be taking place in Panama, thanks to the co-sponsorship of Panama's Electoral Tribunal. The dates are 7-12 August. The 12th Conference of the Association of Electoral Bodies of South America (Quito Protocol) will be held in Bolivia. The date has yet to be agreed with the country's National Electoral Court.

During the second semester (July-December 2006), the project will carry out horizontal cooperation missions to evaluate the final phase of the respective electoral processes and to make technical recommendations regarding future modifications in Bolivia, Brazil, Costa Rica, Ecuador, Mexico, Nicaragua, Paraguay, Peru and Saint Lucia.

During this semester (January-June 2006), the project conducted an exploratory mission to Ecuador and similar missions, to El Salvador and Nicaragua, remain pending for the second semester. In the case of El Salvador, a new electoral reform bill is about to be presented in Congress and the date of the mission will depend on developments. In Nicaragua, the political conditions are still not right for the mission.

INTER-AMERICAN INSTITUTE OF HUMAN RIGHTS
USAID COOPERATIVE AGREEMENT LAG-A-00-02-00001-00

PROMOTING HUMAN RIGHTS THROUGH INCLUSION, CONFLICT PREVENTION AND DEMOCRATIZATION IN LATIN AMERICA

WORK PLAN FOR 1 JANUARY - 31 DECEMBER 2006

PROJECT: STRENGTHENING ELECTORAL INSTITUTIONS

FINAL GOAL: To make the electoral bodies more independent and enhance their technical capabilities, so they can conduct efficient and transparent electoral processes

PERFORMANCE INDICATOR: The members of the Inter-American Electoral Network have enhanced technical capabilities and more knowledge

Annual Goal 1: To consolidate the activities of the Inter-American Electoral Network aimed at strengthening the electoral bodies, basically those that will be organizing electoral processes in 2006 and 2007							
ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Inter-American Electoral Network Objective: To continue administering the network of networks of electoral bodies that belong to the different associations	Operating via the IIHR/CAPEL web page, the network of networks will permit the electoral bodies to contribute information such as: the current political and electoral legislation in each country, and details of the officials in charge of the electoral bodies. In its capacity as the Executive Secretariat, the IIHR/CAPEL affords electronic access to the charters and formal agreements of the associations, the UNIORE newsletters and online publications, etc. This network also provides virtual communication tools such as the electronic forums and the	This activity will involve the members of UNIORE, CSO involved in electoral issues (Lima Agreement), academics and members of political parties. This activity will be carried out throughout 2006. As the response to the electronic forums in 2005 was poor, one of the topics discussed at the meetings of the Tikal and Quito Protocols and UNIORE will be whether they should continue to be implemented.	This network is the result of a process of systematizing information, stemming from the IIHR/CAPEL's work as the Executive Secretariat of the different associations: the Association of Electoral Organizations of Central America and the Caribbean (Tikal Protocol, 1985); the Association of Electoral Organizations of South America (Quito Protocol, 1989); and the Inter-American Union of Electoral Organizations (UNIORE, 1991), an umbrella organization of the other two associations plus the electoral bodies of Canada, the United States and Mexico.	The IIHR/CAPEL team of specialists, in coordination with the associations of electoral organizations and the Electoral Tribunal of Panama (SINE). Communication and contact with local USAID missions, to keep them informed and identify joint initiatives	Update the election calendar, the directory of electoral bodies and the formal agreements of the associations The IIHR/CAPEL will continuously disseminate institutional information and news items from the SINE-Panama Invite people to take part in electronic forums (if the decision is made to hold them)	Up-to-date information about the election calendar for 2006 Directory of electoral organizations updated through 2006 Formal agreements taken by the associations in 2006 Electoral news in 2006 Up-to-date electoral legislation The number of electronic forums that the conferences (UNIORE, Tikal and	Network of electoral organizations in the region expanded and strengthened More documentation and comparative experiences, as input for the work of the associations and research projects Electoral bodies and members of the electoral network in general have more up-to-date knowledge

	International Electoral News Service (SINE), run by the Electoral Tribunal of Panama and disseminated widely via email.					Quito) decide to organize	Easier access to up-to-date political and electoral information
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ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Tikal Protocol Objectives: To encourage dialogue among the electoral organizations of Central America and the Caribbean To update electoral officials in Central America and the Caribbean with respect to the activities of the Inter-American Electoral Network	The Executive Secretariat will convene the 20 th Conference of the Association of Electoral Bodies of Central America and the Caribbean (Tikal Protocol). The theme that the Executive Secretariat proposes for the conference is "Voter Lists and Identity Documents." The host electoral body and the Executive Secretariat (IIHR/CAPEL) will decide the theme of the conference together	The conference will be held 7-12 August in Panama, co-sponsored by the Electoral Tribunal of Panama. A total of 22 delegates from the electoral organizations of Central America and the Caribbean are expected to attend, plus 5 people from the Executive Secretariat (IIHR/CAPEL) and 4 experts on the theme of the conference (speakers).	Before it begins organizing the meetings of this association, the IIHR/CAPEL enters into negotiations with the host organization on the financing of the event. The host covers a large part of the costs, though the specifics vary depending on the country and electoral body involved. The basic philosophy, however, is one of shared responsibility. The theme of the conference is also decided during these negotiations.	The IIHR/CAPEL, in coordination with the Electoral Tribunal of Panama Communication and contact with the local USAID mission, to keep it informed	Determine the theme of the conference Agreement on the division of responsibilities (host electoral organization and IIHR/CAPEL) Communicate with and issue notice of meeting to members of the Association Select speakers/experts Draft report of the Executive Secretariat and coordinate the presentation of national reports	Up-to-date assessments of all the Central American and Caribbean countries that belong to the Tikal Protocol, regarding the issues addressed at the conference Agreements adopted at the conference New officials of electoral bodies know how to use the Inter-American Network, with emphasis on the Tikal Protocol Twenty-two delegates from Central American and Caribbean electoral organizations knowledgeable about the issues addressed	Electoral organizations have more specialized technical knowledge about the topics discussed at the conference Progress in updating the work program of the Association of Electoral Organizations of the Tikal Protocol More and stronger partnerships of electoral organizations leading to joint actions on technical electoral matters The topics on the work

							<p>program of the electoral bodies updated through the agreements adopted at the conference</p> <p>More active members of the Association</p>
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ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Quito Protocol Objectives: To encourage dialogue among the South American electoral bodies To update South American electoral officials with respect to the activities of the Inter-American Electoral Network	The Secretariat will convene the 12 th Conference of the Association of Electoral Organizations of South America (Quito Protocol). The theme proposed for this conference is "Electoral action in strengthening political parties." The host electoral body and the Executive Secretariat (IIHR/CAPEL) will decide on the theme of the conference together	The conference will be held in Bolivia, co-sponsored by the National Electoral Court of Bolivia (exact date still to be decided). Some 20 delegates from the Quito Protocol are expected to attend, plus 4 people from the Executive Secretariat (IIHR/CAPEL) and 4 experts on the subject matter (speakers).	In its capacity as the Executive Secretariat, the IIHR/CAPEL enters into negotiations with the host organization on the financing of the event (in this case, the CNE). The host covers a large part of the costs, though the specifics vary depending on the country and electoral body involved. The basic philosophy, however, is one of shared responsibility. The theme of the conference is also decided during these negotiations. In this case, the IIHR/CAPEL is proposing "Electoral action in strengthening political parties" as the theme of the conference. The CNE will have the last word. The meetings of the electoral bodies serve a twofold purpose:	The IIHR/CAPEL, in coordination with the National Electoral Court of Bolivia Contact with the local USAID mission, to keep it informed	Set the date for the conference Reach agreement on division of responsibilities (IIHR/CAPEL and the National Electoral Court of Bolivia) Communicate with and issue notice of meeting to members of the Association Select speakers/experts Draft the Executive Secretariat's report	Agreements adopted at the conference Systematized information about "electoral action in strengthening political parties" Updated assessments on the subtopics of the conference At least twenty delegates knowledgeable about the subject	The electoral bodies have more specialized technical knowledge about the theme of the conference Progress in updating the Association's work program More and stronger alliances of electoral organizations for joint activities on technical electoral matters Work program of the Association updated with the decisions taken at the

			to determine policies and establish the orientation of the Association's work; and to discuss and update the agenda for advancing democracy in the region.				conference
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ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
UNIORE Conference Objectives: To encourage dialogue among the members of UNIORE To update the electoral officials of the member organizations with respect to the activities of the Inter-American Electoral Network	The 8 th Conference of the Inter-American Union of Electoral Organizations (UNIORE) will be convened. The theme proposed for this conference is "The use of information technology in electoral processes." The host electoral body and the Executive Secretariat (IIHR/CAPEL) will decide on the theme of the conference together.	The conference will be held in 7-12 August 2006 in Panama, co-sponsored by the Electoral Tribunal, during the 20 th Conference of the Association of Electoral Bodies of Central America and the Caribbean (Tikal Protocol). Some 30 delegates from UNIORE are expected to attend, plus 5 people from the Executive Secretariat (IIHR/CAPEL) and 4 experts on the theme of the event (speakers).	In its capacity as the Executive Secretariat, the IIHR/CAPEL enters into negotiations with the host organization on the financing of the event (in this case, the Higher Electoral Tribunal). The host covers a large part of the costs, though the specifics vary depending on the country and electoral body involved. The basic philosophy, however, is one of shared responsibility. The theme of the conference is also decided during these negotiations. In this case, the IIHR/CAPEL is proposing "The use of information technology in electoral processes" as the theme of the conference. A final decision has yet to be reached. The meetings of the electoral bodies serve a twofold purpose: to determine policies and establish the orientation of the Union's work; and to discuss and update the agenda for advancing democracy in the region.	The IIHR/CAPEL, in coordination with the Higher Electoral Tribunal of Brazil. Contact with the local USAID mission, to keep it informed	Reach agreement on division of responsibilities (IIHR/CAPEL and the Higher Electoral Tribunal of Bolivia) Communicate with and issue notice of meeting to members of UNIORE Select speakers/experts Draft the Executive Secretariat's report	Agreements adopted at the conference Systematized information about the theme of the conference Updated assessments on the subtopics of the conference At least thirty delegates knowledgeable about the subject	The electoral bodies have more specialized technical knowledge about the theme of the conference Progress in updating UNIORE's work program More and stronger alliances of electoral bodies for joint activities on technical electoral matters Union's work program updated with the decisions taken at the conference

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
<p>Newsletters of the Inter-American Union of Electoral Organizations (UNIORE)</p> <p>Objectives:</p> <p>To continue keeping the members of the Inter-American Electoral Network abreast of the most important political and electoral developments in the Americas</p> <p>To disseminate information about activities related to the associations of electoral bodies</p>	<p>The monthly newsletters are distributed electronically via the IIHR/CAPEL's specialized section, the IIHR website and the SINE (Panama). These newsletters increase horizontal cooperation among the electoral organizations, as they are a two-way communication tool. They include articles by UNIORE members who wish to share points of interest regarding specific national situations, or discuss emerging issues. The IIHR/CAPEL receives the information and produces the newsletters.</p>	<p>The newsletters circulate among the members of UNIORE, CSO involved in electoral issues, particularly those of the Lima Agreement, and certain organizations belonging to the Inter-American Network for Democracy (RID); and among academics, members of political parties, donors and local USAID missions. These newsletters circulate year-round, every 1-2 months, depending on the amount of information received. English-language versions are also distributed as soon as the newsletters can be translated. An IIHR/CAPEL official will coordinate the newsletters.</p>	<p>Produced in response to reiterated requests from the electoral organizations for an expeditious means of disseminating information about important electoral developments in the western hemisphere, these newsletters have helped keep the target population informed of important matters related to political rights in the Americas.</p> <p>The newsletters, the web page and the electoral news updates make up a complex strategy for providing information on a permanent basis. They are a means of ensuring a rapid flow of information.</p>	<p>The IIHR/CAPEL, in coordination with the members of UNIORE. The information contained in the UNIORE newsletters is shared with USAID/Washington and local USAID offices.</p>	<p>Gather information</p> <p>Request articles from professionals specializing in subjects of interest to the members</p> <p>Edit the material</p> <p>Design and produce the publication</p> <p>Post newsletters on CAPEL's specialized section of the IIHR website and on the SINE-Panama</p> <p>Translate them into English</p>	<p>Monthly electronic newsletters in Spanish posted on the SINE-Panama and CAPEL's specialized section of the IIHR website</p> <p>Electronic newsletters in English available on the website</p> <p>Members of the Network aware of political and electoral developments in the Americas</p>	<p>Electoral information disseminated more widely in the hemisphere</p> <p>More documents and experiences shared on electoral topics and processes in the region</p> <p>Users of the Network more conversant with electoral topics and processes in the region</p>

Annual Goal 2: To strengthen selected electoral organizations and those engaged in electoral and political reform processes in 2006 (see 2006 Election Calendar in Annex 1)

ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Horizontal Cooperation Missions Objective: To share and transfer know-how and experiences among electoral bodies	The IIHR/CAPEL promotes and facilitates these horizontal cooperation missions as a way of providing short-term support or sustained technical cooperation at the bilateral or multilateral levels. The technical missions begin four days prior to the voting and end one day after it, to allow the members to evaluate election day. The aim is to observe the voting carefully and make recommendations about how electoral processes could be improved in the host country. During the mission, the members gather as much information as possible from representatives of different political stakeholders involved in the process; and from CSOs and governmental and electoral authorities. The first step in the process is to ask the host organization to invite its colleagues to observe a specific electoral process or event.	These missions are targeted at the members of the associations of electoral bodies and the Inter-American Electoral Network. They will be carried out in MEXICO (general elections on 2 July); BOLIVIA (Constituent Assembly and referendum in July); BRAZIL (general elections on 1 October, run-off on 29 October); ECUADOR (presidential election on 15 October, run-off on 26 November); NICARAGUA (general elections on 5 November); PARAGUAY (municipal elections in November); PERU (municipal elections in November); ST. LUCIA (legislative election in December 2006); COSTA RICA (local elections: municipal and district elections in December) These missions will be organized according to the situation of each	These technical observation missions facilitate learning and the transfer of expertise in specific situations among the members of the associations. They serve a twofold purpose: to monitor the effective application of the basic international rules governing political rights in a specific election; and to assess the need for possible technical assistance programs that could bolster the political system.	The IIHR/CAPEL, in coordination with senior electoral officials of the selected countries (members of the Inter-American Electoral Network). Local USAID missions	Request from the host organization and recommendation from local USAID mission Invite members of the Inter-American Network to take part in the mission Identify priority areas Design the work program	Nine sets of recommendations from horizontal cooperation missions Note: There will be only 1 report for elections that involve a run-off	Electoral legislation or practices modified as a result of the implementation of recommendations or lessons learned from the missions The members of the Inter-American Electoral Network have more comparative knowledge of electoral legislation and practices

		<p>electoral body: self-financed, partially financed or without financing, in which case each electoral body will defray its own expenses. The IIHR/CAPEL will finance 1 or 2 officials per mission at the express request of a senior electoral official or expert.</p>						
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ACTIVITY	METHOD	DESCRIPTION	RATIONALE	INSTITUTION(S) RESPONSIBLE AND COORDINATION	INTERMEDIATE STEPS	EXPECTED RESULTS	IMPACT INDICATORS
Exploratory Missions Objectives: To keep up-to-date the table of technical electoral needs of members of the Inter-American Electoral Network To identify areas in which assistance is needed to enhance the technical capabilities of the electoral bodies	In situ visits to countries that require missions of this kind. A team comprising IIHR/CAPEL staff or external consultants visits a country identified as being a priority, either because elections are imminent or because an electoral or institutional reform process is under way. The mission meets with the respective organization, its technical staff and the local USAID mission (and, possibly, other international cooperation agencies) to determine the needs and the feasibility of providing technical assistance and securing the resources needed for a cooperation activity in the medium or long-term.	These exploratory missions are targeted at the electoral bodies of the following countries: El Salvador, and Nicaragua (dates to be decided), to provide technical support for the 2006 general elections in Nicaragua, and for future electoral processes in El Salvador. These missions will be carried out by an IIHR/CAPEL official or a specialized consultant.	In its capacity as the Executive Secretariat of the associations of electoral organizations, the IIHR/CAPEL provides short-term technical assistance to electoral organizations that request it and helps compile information on technical matters in areas that the mission decides need to be changed or improved. During these visits, the IIHR/CAPEL discusses priorities for work, assesses possible areas for technical assistance on topical issues or needs, and maintains close contact with local USAID missions (when projects they are funding are involved).	Center for Electoral Promotion and Assistance (IIHR/CAPEL) Electoral organizations and local USAID missions	Formal requests, if they have not yet been made Set up the respective teams for exploratory missions Review the needs assessment Communicate and coordinate with electoral organizations and local USAID missions, to decide dates and areas of interest	Three situation assessments on electoral technical assistance needs and opportunities in El Salvador and Nicaragua Agreement for the IIHR/CAPEL to implement at least one technical assistance project on electoral matters	Updating of technical needs in the electoral field Progress in identifying areas for technical assistance

PROJECT: STRENGTHENING ELECTORAL INSTITUTIONS

SCHEDULE FOR JULY - DECEMBER 2006

ACTIVITIES	COUNTRY	JUL	AUG	SEP	OCT	NOV	DEC
20th Conference Tikal Protocol & 8 th Conference UNIORE	Panama		7-12				
12 th Quito Protocol	Bolivia (date to be decided)						
UNIORE newsletters	Costa Rica						
Inter-American Electoral Network	Costa Rica						
Horizontal Cooperation Missions	Bolivia						
Horizontal Cooperation Missions	Mexico						
Horizontal Cooperation Missions	Brazil						
Horizontal Cooperation Missions	Costa Rica						
Horizontal Cooperation Missions	Ecuador						
Horizontal Cooperation Missions	Nicaragua						
Horizontal Cooperation Missions	Saint Lucia						
Horizontal Cooperation Missions	Peru						
Horizontal Cooperation Missions	Paraguay						
Exploratory mission	El Salvador (to be decided)						
Exploratory missions	Nicaragua (to be decided)						

C.2 EQUAL REPRESENTATION AND POLITICAL PARTY REFORM

The Work Plan of the project Equal Representation and Political Party Reform for the second half of the year (July-December 2006) consists of implementing the Strategic Plan for Political Parties. Attached is the document containing the proposed 2006-2010 Strategic Plan for Strengthening Political Parties in Latin America, which awaits final approval by the group of experts. (Annex 1)

During the first half of the year (January-June 2006), the IIHR/CAPEL produced a document that a group of experts studied via a virtual consultation and then recommended viewpoints and inputs they felt should be included in the Plan. On 28 April 2006, following the conclusion of the Twelfth Inter-American Course on Elections and Democracy in Mexico City, an onsite meeting took place of the IIHR/CAPEL team and experts who had attended the Course as speakers, rapporteurs and participants. The IIHR/CAPEL consultant for the Strategic Plan, Ana Cecilia Escalante, coordinated the activity. The group studied and discussed in depth the objectives, programming, subject matter, approach, target population, expected results and the countries on which the work will focus. One of the suggestions made at the meeting of experts was that the drafting of the national plans of action during the second semester (July-December 2006) should be a careful, gradual effort, with emphasis on one (or, at most, two) pilot countries. During 2007 and 2008, the plans of action will be implemented in the pilot country/countries) and, drawing on the lessons learned, in 2009 and 2010 the work will continue with plans of action in the other countries chosen, based on the criteria established for that purpose.

At present, the best opportunities for work are in the Dominican Republic, where preparatory activities have already taken place, and Argentina, where the implementation of training activities related to the financing of political parties is planned.

PROJECT: EQUAL REPRESENTATION AND POLITICAL PARTY REFORM

SCHEDULE 2006-2010

ACTIVITIES	2006	2007	2008	2009	2010
Validate Strategic Plan: Meeting of experts					
Identify countries					
Draft National Plans (including Core Activities and Lines of Work)					
Execute National Pilot Projects					
Include other countries					
Follow-up and evaluation					

ANNEXES TO THE WORK PLAN FOR JULY-DECEMBER 2006

ELECTION CALENDAR – Second half of 2006

DATE	TYPE OF ELECTION	COUNTRY
2 July	Election of representatives to constituent assembly and referendum	Bolivia
2 July	Presidential and legislative	Mexico
1 October	Presidential, legislative and gubernatorial	Brazil
15 October	Presidential	Ecuador
29 October	Second round	Brazil
5 November	Presidential and Legislative	Nicaragua
18 November	Municipal elections	Peru
19 November	Municipal elections	Paraguay
26 November	Second round	Ecuador
3 December	Municipal and district	Costa Rica
3 December	Presidential	Venezuela
December (to be decided)	Legislative	St. Lucia